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## Malaika never change my mind song

If you're a leader, chances are not everyone who works with you will agree with the decisions you make -- and that's fine. Leadership is about making unpopular decisions while navigating complex relationships with colleagues, partners, and customers. But often, you'll have to get the purchase from these voters, and then you'll have to convince them to change their minds. There is little friction in convincing people that they are your natural supporters. But trying to change a dissident's mind, or a detractor, is another story. How do you convince someone who, for one reason or another, doesn't see with you? Someone who gives you a flat no? In the recent research we completed for Laura's book, *Edge: Turning Adversity into Advantage*, we observed, and then interviewed, more than 60 leaders who were trying to convince business associates and other voters to change their minds about a course of action they initially disagreed with. The leaders who were most successful in overcoming skepticism than others were those who diagnosed the root of fundamental disagreement before trying to persuade. First they asked: What is driving my detractor's resistance? These leaders often identified which aspects of their topics aroused the most ruses and the most emotional reactions. So, depending on the response, they addressed the situation with one of the following three targeted strategies. Cognitive conversation when to use it: The detractor can be opposed to your argument because of an objective reason. If they have clearly articulated a logical set of objections, and do not seem to hide ulterior motives, approach them with a cognitive conversation. This is especially useful when it is known that the detractor has a no-frills attitude and can easily put emotions aside in their decision-making process. How it works: A successful cognitive conversation requires two things: valid topics and a good presentation. Take, for example, a situation where you are pushing to switch suppliers and have found one whose materials and products are superior to the current supplier, whose products have caused numerous problems downstream. But your colleague is in favor of staying with your current supplier with whom he has a long-standing relationship. He expresses his resistance to his proposal by pointing out the higher prices that new suppliers charge. You want to prepare sound arguments that refute the detractor's objections. In this case, you can point out that the new vendor is actually less expensive in the long run, if you take into account all the additional production costs caused by the current vendor. You also want to use a clear logical structure and texture to force the detractor to reevaluate their thinking. For example, you can point out that the decision is based on costs, quality and service, but above all and quality. Be cautious about not emotions in the discussion, which might give the impression that you and your detractor are not on common ground. For example, you don't want to make it look like you believe your colleague's relationship with the former supplier is irrelevant. The goal is to show the person that, on an objective and factual basis, his initial position on the situation is not as reasonable as your argument. Be aware, these detractors are not easily influenced by broad generalizations. Be ready to save mentally with them and be prepared with facts that e.g. &lt;3&gt; &lt;3&gt; will bring every aspect of your general topic. The problem: Don't assume that getting a yes from this type of detractor signals a conversion into an eternal supporter. You may have persuaded them on this particular issue, but they may no longer agree with you in the future. If that's true, expect to have another cognitive conversation on that separate topic. Sample conversion when to use it: When the detractor is not easily persuaded through cognitive topics, or when they have a complaint in your relationship with them, engaging in debates can be useless. Take, for example, a management decision where you would like to promote a qualified individual who has achieved brilliant results under your supervision, but one of your counterparts argues that your subordinates are often promoted on her. Even if your promotion candidate is objectively more deserving, others may still feel resentment and refuse to provide support. How it works: Don't jump in and try to convince the other person. Instead, invest time in personal learning and building relationships with them. Here, it's not about topics or presentations, at least initially, but about understanding their perspective and why they might feel personally offended. For example, you might ask questions about his team and which team members he believes have the greatest potential. Gradually convert this detractor into someone who is your champion or supporter, perhaps shedding light on the qualities you value in individuals, both on your team and on your counterpart's team, or by showing how you value his leadership style. When the decision needs to be made, try to make sure you're both on the same page about what qualities matter for promotion decisions, and that you've clearly articulate how your candidate exemplifies those qualities. The problem: No matter how much of one sample becomes the other person, don't expect them to agree with a fundamentally illogical decision. You can't just rely on the relationship; your position has yet to be supported by a clear logic. In addition, these types of detractors can easily perceive if you are trying to manipulate the situation to put them on your side. Authenticity is the key; allow the other person see who you are so that you can more fully understand your point of view. The credible colleague's approach When to use it: There are times when the detractor's deeply held personal beliefs make them fundamentally opposed Proposal. Take, for example, a colleague who may disagree with you about the need to perform a clinical trial necessary for a new product. Because they believe that clinical study can be harmful in some way or be at odds with their values, they oppose the idea, although evidence shows that the benefits outweigh the damage. Sometimes it is difficult to pinpoint where these personal beliefs come from, but a combination of the person's education, personal history, and unsold prejudices will sometimes make it seemingly impossible for them to accept a decision, regardless of the logical or emotional argument they throw themselves into their way. In these situations, there's not much you can say or do to change your mind. How it works: Rather than trying to argue with someone who looks resilient, it brings a credible colleague. A sample of your position from another part of the organization, whether they're even or superior, might be better suited to convincing this detractor. This forces the detractor to untangle who you are from what your topic might be and evaluate the idea based on its objective merits. If you and the detractors are at a dead end, the credible colleague could simply flip the stairs in your favor. The problem: calling an outside supporter is a double-edged sword. Although it may achieve the desired result, it could exacerbate the detractor's opposition, especially if the detractor believes that the credible colleague forced them to take your side. It is essential to find the right colleague who can tactfully support your position while maintaining a cordial relationship. It's not easy to have detractors, and it's even harder to change your mind. The key is to understand the source of their resistance and use a targeted strategy that best resonates with your particular detractor. You'll have a better chance of getting a yes. Go to content Meet Beth, Jillian, and Diane. They met a few years ago, when everyone was in similar low spots: dissatisfied with their bodies, who wanted more from their lives. Today, a divorce, a career change and even a few kilos earned later, all these women, surprisingly, are doing pretty well. Let us introduce you ... Each year, a group of about 20 women of all shapes, sizes, ages, and backgrounds sit together for a series of extraordinary conversations. Some of the talk is about their bodies, but it's more about their lives. The place is canyon ranch spa in the Arizona desert, the occasion is shape's Body Positive alumnae program, and the talk is just the beginning. Most of these women came because they were initially tenacious by bad bodily feelings, feelings that later turn out to be rooted in deeper issues than superficial concerns about body appearance. Their for themselves it had become intrusive enough to finally require a change, a cease-fire, a new, more lenient script. Here at Body Positive, women experience a sense of community they've rarely experienced before. And in the five years of the existence, many of those women have changed their lives. Today, just days before the program officially began, a number of body positive alumni gathered in the same place, bringing with them everything they learned from their first body positive experience -- and all the unfinished business of their lives. Some alumnae have returned for almost as many years as they have existed in the program. Their very existence as a repatriated is at the heart of body positive philosophy and revelation: change, physical and emotional, is not a one-off affair, and our ability to deal with it in a health-care way is a lifelong process. Students are not really graduates; are, more precisely, graduate students. Many things happen faster for pupils than for children in the early hours: camaraderie, laughter, support. An eloquent example came on the second day of the session I attended, when a movement-therapy exercise brought a woman to tears. Two women sat with her, first in silent support, arms around her, then, gradually, in a gentle and perspicuous discussion of the pain that had emerged and led to her open anguish. This kind of release and emotional support is a familiar show and is the key to the Body Positive dynamic. Repatriates tend to feel more open, more generous to others, and more competent to give support, says Rebecca Correll, who was the canyon ranch movement's director of therapy. The theory of movement therapy is that every thought, every event of your life, is preserved in your body. This movement calms your mental chatter, so you process things physically rather than mentally; often, emotions repressed well. Body Positive, says Ann Kearney-Cooke, Ph.D., leader of the program's psychological group sessions, takes care of getting people out of their comfort zones, physically and emotionally. This requires taking a risk, and the humility to recognize that there is more work to be done. Fitness is a process of developing yourself in mind, body and spirit. There's no endpoint, agrees Barbara Harris, shape's editor-in-chief and founder of the program. What made these women reach this place of greatest comfort? And what are they learning now? Here are the stories of three recent alumni showing the process at work. In the four years she's returned to Body Positive, Beth McGilley has learned a lot about the truth -- and one of the first truths she faced was that she came here with false pretensions. As a therapist, she came in the guise of a professional looking for a new training. But self-deception didn't last long in the open body positive atmosphere. The moment my butt hit that floor the first night, when we sat in the circle and showed up, I took off my says Beth. I had hidden behind my work and my degree, but I needed what I had given for years: to sit in a safe community of healed women and face the truth. The central and boldest truth of Beth's life was that her mother, a manic-depressive who was overwhelmed overwhelmed having five children, had not been able to really take care of her - and that her mother's suicide was related to Beth's preparation to leave home for college. She spent her university years immersed in anorexia, and finally emerged physically healthy but still heavily burdened emotionally. Meeting loving therapy with others helped, but in the end she needed to be on the other side. What amazes her now is how Body Positive continues to surprise her too, a professional who knows how the therapeutic process works. Every time I'm here, I bring different problems and then I end up really struggling with one of them, Beth says. One year it was my marriage, and I realized that I had to leave my husband, that our marriage could not survive. Another time it was my job, that I needed to start my practice. This year, it was an opportunity to understand the sense of loss she has brought since childhood; that her mother has never been there for her. As with many revelations about Body Positive, hers was triggered by another participant's reminiscences of holding their children. Being in that circle with other women like you, we have a synergistic effect on each other, Beth says. For me, this is like a big womb. This place has imbued me with the courage to change. Jillian, who, in her words, no longer saw my body, just my thighs, arrived at Body Positive in 1999. As a former bulimic (and child who was sexually abused by a neighbor), she discovered, as everyone who experiences Body Positive does, that her bad bodily feelings represented deeper problems that were sabotaging her happiness. Inspired with new hope and confidence, when she left Canyon Ranch last year she wrote a mission statement to change her life. In the following year, she left a bad business partnership, helped her husband refocus his career, infused her marriage with more romance and sexuality, created new family rituals that reconnected her and her husband with their two young children... the list continues. I knew getting into Body Positive that my thinking was negative and broken, Jillian says now, but I needed the tools to fix it. I realized that I'm not a failure if I move away from something - like my professional collaboration - that doesn't work. (This realization is common among the participants. In Jillian's group in her first year, two women decided to leave their marriages.) Jillian had a lot more confidence in what she called her inner voice last year, which opened her up to people in a new way. He smiles even bigger, presenting himself more enthusiastically in the world. At first, coming back seemed primarily like a way to measure change, Jillian says. But now I make that I need a once-a-year chance to rethink my life -- to refine my mission statement. The second year also brought her the opportunity to mourn the past. In a group writing exercise, he described his sense of loss for the years he spent feeling fearful and unworthy; when he tried to read it aloud, he choked with tears. Oh, what about that little thing about his body image? I went from feeling that I was fine because I'm about 50% of the time feeling that way 90% of the time, she says. I'm getting there. If Diane seems to be in touch with the idea of trial -- which no one has ever finished, done, perfect -- maybe it's because she has experience with the disconnect between what she shows on the outside and what's inside. People will look at you after you come here and say, 'What's changed? You don't look any different, he said at his third meeting with the students. I've changed. It is a work in progress; you don't get to a point where it's over. Diane is a highly respected manager at AT&T, which oversees 14 people, but is still keeping her confidence in step with her professional success. When I solicited feedback from my staff recently, he told the women of Body Positive, they all said, you're a great boss, but you're too down with yourself. Diane has fought her weight since childhood, always feeling, she says, like a fish out of the water. The result was the belief that her weight defined her, that she was unworthy of the good things she had achieved and that she needed to compensate by liking everyone. These accomplishments, Diane says, took a year to emerge, one of the reasons why returning to Body Positive seems crucial to her. The first year, I shared a lot, I cried a lot, but I'm not called to my central issue - my sense of unworthiness and rejection stemming from my father's desertion of our family, he says. Only in the second year I was able to record that my relationship with my father created the pattern for the way I face the world: I never felt good enough and tried to compensate by working hard and trying to please everyone, not paying attention to my needs. Diane's life has changed since those first revelations appear subtle: she hasn't changed jobs, finished relationships, or lost weight. Still, she is different -- freer. He doesn't make work the single goal of his life anymore. And now he refuses to get knocked out by visiting every single person on the way home. He's set limits. And as participants are often reminded of: if you can't say no in a relationship, you can't say no to food. His next step is to work on the exterior, to get back to his fitness plan. To do this, he says, means risking getting less than a perfect result and believing it's worth it. Next year, his compatriots will feel the way he did. Change your body thoughts (a short course) For those who can't attend Body Positive, psychologist and body image expert Ann Kearney-Cooke, Ph.D., offers guidelines that come from a parable she tells the student: a polar bear is sent to a zoo to inhabit a new large space. He arrives early and must in a cage while its habitat is finished. For a month he walks on the four corners of his cage, over and over again. It was finally released into the new expansive, expansive environment, with pools, rocks and pleasures. Yet he continues to walk in a square, mentally trapped in his scheme, unable to see that he is free. What cage did you build for yourself? Kearney-Cooke asks. It's the outdated notions about you that hold you back. Morals? You have to think about your way out. What? Start by asking yourself these questions. 1. What am I distracting from? When it hits body-loathing, instead of going with it -- walking those four corners of I'm fat, My thighs are huge, I'm ugly -- stop and ask, what situation am I in right now? Who am I with? What else could bother me? Bad body thoughts distract us from really difficult problems, says Kearney-Cooke. It's easier to go with those familiar themes that hate themselves than to think, for example, if we're getting what we need from others. 2. What am I afraid of? We often fear the pain of doing something about a bad situation, Kearney-cooke explains. We're afraid that trying to make a change will hurt us. But if you're stuck, if you're in a cage, it's painful, too. 3. What am I hungry for? When you find yourself in the closet on the edge of a binge, you get out of the cage of your usual self-judgments: I don't have self-control, Kearney-cooke says. Instead, ask, Why are you there? What do you need? Distraction from something that hurts you? Get closer to the real hungers of your life, to other needs that could be expressed through eating. How can you start directly satisfying those hungers, rather than using food as a stopgap? © Copyright. All rights reserved. Printed by this link is to an external site that may or may not meet accessibility guidelines. Guidelines.

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